

August 20, 1943

ADMINISTRATIVE MEMORANDUM NO. 21

SUBJECT: Organization and Supervision of Monitoring

A memorandum issued to the staff February 25, 1943, described the reorganization of units in FBIS, as approved by the Commission. Under this reorganization, the Monitoring Section of the Report Division was transferred to the Translation Division, the Translation Division was renamed the Monitoring and Translation Division, the Report Division was renamed the News and Intelligence Division and its two sections entitled Report Section and News Service Section respectively.

In this reorganization the necessary dual relationship of the Monitoring Section was recognized by placing the monitors and translators as a single professional group in the same division responsible to the same Chief, Mr. Zychlinski; but also creating as their immediate supervisor a Monitoring Executive (Mr. Orangers), who is attached to the News and Intelligence Division. The organizational set up implied a cooperative administration with immediate authority and supervision under the Monitoring Executive, but with reference of editorial problems to the News and Intelligence Division Chief, and of personnel, scheduling and Silver Hill problems, when necessary to the Monitoring and Translating Division Chief. Major organizational or operational problems or proposals were referred to the Divisional Chiefs jointly.

After five months of operation, this procedure has been reviewed by the people concerned at several staff conferences. The system of immediate monitor supervision, from a News and Intelligence standpoint, has been further implemented by the assignment of Monitoring Managers, around the clock, to the task of monitor supervision. Under the Monitoring Executive, they supervise the monitor output from the news and intelligence angle.

These Monitoring Managers are given autonomous authority in the monitoring room for the monitors' immediate task and product. The Monitoring Captain serves as the deputy of the Monitoring Manager, particularly from a linguistic point of view.

A change in procedure has been introduced under which monitors translate rush and shorter texts as well as provide summaries as heretofore. The Monitoring Manager will decide when, because of length or lack of immediate need, texts may be sent to the translation room for handling.

Reference of requests for texts from the wire service or report sections will be made through the Monitoring Manager. The Monitoring Manager will himself initiate the requests for important texts of news intelligence value.

Page 2

Administrative Memorandum No. 21

Scheduling of programs, granting of leave of absence, and arrangements for replacement of monitors are delegated to the Monitoring Executive, who will make such arrangements as are necessary with the approval of the Chief of the Monitoring and Translating Division.

The placing of so much authority for immediate decision in the Monitoring Manager does not obviate necessary joint review and joint agreement by the two Division Chiefs in relation to major matters of operation and policy.

The effectiveness of the present organization of the Monitoring Section in our Service depends upon effective cooperation between those in authority in its administration and on the monitors themselves. The problem is not simple. We have tried the simpler methods of linear control by the News and Intelligence Division (Monitor Section under Noel), and by emphasis upon Translation Division control. Our present attempt is one of cooperative administration with definite, immediate responsibility for results placed in the Monitoring Room. It may well be reviewed after another six months.

/s/ Robert D. Leigh

Robert D. Leigh
Director